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Intergovernmental meeting of African Port Experts and Senior Officials on Development of Cooperation among Ports

18 - 20 May 1992, Addis Ababa, Ethiopia

REPORT OF THE INTER-GOVERNMENTAL MEETING OF AFRICAN PORT EXPERTS AND SENIOR OFFICIALS ON DEVELOPMENT OF COOPERATION AMONG PORTS

A. Organisation

1. The Intergovernmental meeting of African Port Experts and Senior Officials on Development of Cooperation among Ports was held at ECA headquarters in Addis Ababa, Ethiopia from 18 to 20 May 1992.

B. Attendance

2. Representatives of the following member States and port authorities of African Governments participated in the meeting: the Congo, Côte d'Ivoire, Djibouti, Egypt, Equatorial Guinea, Ethiopia, Gabon, the Gambia, Ghana, Kenya, Malawi, Mauritius, Namibia, Nigeria, Rwanda, Senegal, the Sudan and Tunisia.

3. Representatives of the following African intergovernmental organizations and United Nations specialized agencies also participated in the meeting: Ministerial Conference of West and Central African States on Maritime Transport (MINCONMAR), Economic Commission for Africa (ECA), United Nations Children's Fund (UNICEF), the International Labour Organisation (ILO), the United Nations Development Programme (UNDP) and the United Nations Conference on Trade and Development (UNCTAD).

C. Opening of the meeting

4. The meeting was officially opened by Mr. Francis Rutaiwa, Acting Chief of the Transport, Communications and Tourism Division of ECA on behalf of Mr. Issa B.Y. Diallo, United Nations Assistant-Secretary-General and Acting Executive Secretary of ECA who had been unable to officiate given prior commitments.

5. In his opening statement, Mr. Rutaiwa welcomed participants to the meeting and recalled the vital role of transport in the socio-economic development of Africa. Of particular note was the role of sea-ports which remained at the centre of trading activities and were therefore significant sources of revenue and job creation. For those reasons, African ports helped to improve the social climate of the region.

6. Since its inception, ECA had been actively engaged in the activities aimed at developing African sea-ports by providing technical assistance to meetings of African port management organizations, assisting with the preparation of technical publications and reports, assisting with the implementation of port-related projects and organizing meetings on various port issues. Similar operations had been mounted in promotion of the strategy and work programme for ports within the context of the Second United Nations Transport and Communications Decade in Africa (UNTACDA II). ECA would continue that work, placing emphasis on the overall improvement of African port performance.

7. He went on to recall the momentum gained by UNTACDA I and stated that during the preparatory phase to UNCTACDA II, stress had been laid on collective efforts being made by African countries to develop their port industry. Priority would therefore continue to be given to projects having subregional and regional impacts as they received the unanimous support of the African port community.

8. It was the occasion to single out the efforts made by the African community and international organizations in helping to formulate the explicit strategy and work programme of UNTACDA II, particularly for the ports sub-sector.

9. Upon the request of the African port community, ECA had been organizing regularly since 1987 intergovernmental meetings of African port experts and senior officials with the primary purpose of providing an appropriate forum for representatives of the ports and port-related organizations to share ideas on the problematic issues of port development together with their experience in solving such problems.

10. Recalling the decisions made at previous meetings, more particularly those of 1986 and 1990 in Addis Ababa, he suggested that the current meeting might wish to consider the issue of regional cooperation in information exchange and human resource development.

11. He outlined the contents of the agenda during whose consideration stock would be taken of progress made with regard to the follow-up of previous recommendations. Subsequently, the issues relating to regional cooperation among ports in information exchange and training would be considered in greater detail.

12. He hoped that the meeting would come out with concrete recommendations as to measures that should be taken at the national, regional and international levels to develop cooperation among ports, improve human resource management and strengthen institutional capabilities. He concluded by wishing the meeting every success.

D. Account of proceedings

Election of the bureau (agenda item 2)

13. The meeting elected the following bureau:

Chairman	-	Kenya
Vice-Chairman	-	Egypt
Rapporteur	-	Gabon.

Adoption of the agenda and organization of work (agenda item 3)

14. The following agenda was adopted:

1. Opening of the meeting
2. Election of the bureau
3. Adoption of the agenda and organization of work
4. Report by ECA on present status and steps to be taken to promote future cooperation among African ports
5. Report by ECA on the outcome of the study and workshops on human resources development (ports)
6. Progress report on UNTACDA II (ports)
7. Presentation of papers by representatives of international and intergovernmental organizations and by delegates from participating countries
8. Any other business
9. Adoption of the report and recommendations of the meeting
10. Closing of the meeting.

Report by ECA on present status and steps to be taken to promote future cooperation among African ports (agenda item 4)

15. A member of the secretariat introduced document TRANS/IGPE/92/5 on present status of and steps to be taken to promote future cooperation among African ports.

16. He indicated that the idea of regional cooperation among African ports had been seriously considered at the intergovernmental meetings of Africa port experts and senior officials organized by ECA in Addis Ababa in 1987 and 1990.

17. To promote such cooperation, both meetings had formulated a number of general recommendations and made practical proposals which were submitted to African national port authorities and related port organizations for follow-up action.

18. The document dealt on the one hand with those activities conducted by ECA in promotion of regional cooperation among African ports and, on the other hand, with the sub-sectoral strategy of UNTACDA II relating to regional cooperation among African port authorities.

19. The activities conducted by ECA to promote cooperation had consisted mainly of:

(a) Technical assistance to African countries and IGOs;
(b) Preparation and dissemination of technical publications and reports;

(c) Organization and substantive servicing of meetings, workshops and conferences; and

(d) Technical support to various meetings organized by other port-related organizations.

20. Concerning the request made to ECA by the Conference of African Ministers held at Tunis in 1971 for associations of African port administrations to be set up in order to promote subregional cooperation among the ports, he mentioned that two such associations, more particularly the North African Port Management Association (NAPMA) and the Port Management Association for Western and Central Africa (PMAWCA) had grown to maturity and were operating in several respects as independent organizations promoting their own policies in their respective subregions. A third, the Port Management Association for Eastern and Southern Africa (PMAESA), was facing organizational problems which it was working hard to overcome.

21. To the extent feasible, ECA had helped with the implementation of their work programmes, specifically by organizing port management seminars and preparing reports on such substantive issues as the use and maintenance of port equipment and the training of port management officials.

22. With regard to the idea of setting up a committee on African port cooperation mooted at the January 1990 meeting of Intergovernmental Experts and Senior Officials held in Addis Ababa, he indicated that the committee might duplicate the work of the UNTACDA II sub-sectoral working group on waterbased and multimodal transport because its membership and terms of reference were identical to those of the proposed committee.

23. Turning to the sub-sectoral strategy of UNTACDA II for regional cooperation among African ports, he stated that one of the Decade objectives in the area of ports was to develop regional cooperation through the strengthening of regional IGOs and the organization of regional cooperation seminars.

24. He further pointed out that the themes of information exchange and training were of major concern in the UNTACDA II programme. With particular reference to ports, two main objectives to be achieved had been defined, namely:

(a) To establish a maritime information service for Africa; and

(b) To develop regional cooperation in maritime training.

25. He concluded by drawing the attention of participants to their responsibility for:

(a) Formulating recommendations to the African and international port community on steps to be taken to promote regional cooperation in the fields of training and information exchange; and

(b) Ensuring that such recommendations defined the activities to be undertaken at the national, subregional, regional and international levels.

26. Following the introduction of the above report, another member of the secretariat provided additional information on the nature, purpose and status of the data-base project.

27. He pointed that this was one component of the Sub-Saharan Africa Transport Programme (SSATP) instituted by the World Bank in cooperation with ECA.

28. Before indicating the stages through which the SSATP programme had already progressed, he explained the rationale that had undergirded the design of the programme. With the role that transport was expected to play in Africa's economic and social development, there was a pressing need for transport statistics to be used in planning and evaluation.

29. The discussion following this introduction focused on:

(a) The impact of the attitude of political authorities on the development of regional cooperation among African ports;

(b) The need to apply a system of private management to port facilities;

(c) The establishment of maritime transport information centres; and

(d) The development of regional cooperation in maritime training.

30. With regard to the development of regional cooperation among ports, the meeting emphasized the need to impress this concern further on the political authorities. Indeed, despite the many seminars and workshops organized on such regional cooperation and the measures and recommendations proposed at their conclusion for improving the situation, policy-makers continued to constitute a serious impediment to the implementation of the proposed measures.

31. With regard to the problems that port authorities faced in maintaining port facilities and equipment in good repair and in training manpower, the meeting agreed that the bureaucratic inertia of port administration systems had much to do with these problems. Participants therefore felt that the application of private management to the ports would be an advantageous way of avoiding such handicaps and significantly improving port performance.
32. With regard to the establishment of a maritime transport information centre, the meeting acknowledged that port information exchange would be a significant way of achieving such cooperation.

33. Given, however, the sheer number of African IGOs and the resource mobilization problems they were having, it was felt that such existing institutions as PADIS in ECA or the maritime transport information centre being set up in ESAMI should be developed and strengthened in order to constitute a data base that can be used for port operations.

34. Similarly, the meeting recommended that instead of creating new centres, existing training centres could be supported and strengthened to provide training in maritime transport.

35. The meeting expressed its satisfaction with the quality of the document presented and endorsed the recommendations therein.

Report by ECA on the outcome of the study and workshops on human resource development (ports) (agenda item 5)

36. Under this agenda item, a member of the secretariat introduced document TRANS/IGPE/92/4. He drew attention to the short-falls of UNTACDA I and to the need for the UNTACDA II programme to achieve the objective of building adequate institutional and manpower capabilities for the proper operation and maintenance of transport and communications infrastructure in Africa. To do that, the factors impeding the development of manpower and institutional capabilities should be clearly identified as a basis for formulating strategic guidelines, plans and policy recommendations for implementation during UNTACDA II.

37. Participants were informed about activities conducted jointly by ECA and other Untied Nations agencies, with the financial support of UNDP to prepare case studies and modal reports in pursuit of the "Strategies for Human Resource and Institutional Development".

38. The areas covered had comprised:

(a) The internal or external factors that promote or constrain the performance, institutional and human resource development of selected transport institutions in African countries;

(b) Strategies for addressing these factors; and

(c) Guidelines for the design and implementation of future programmes and projects.

39. He went on to state that the findings of the various studies had been disseminated among African Governments by way of six subregional and two regional seminars organized by ECA in cooperation with the agencies which had carried out the studies.

40. Given the importance of the conclusions and recommendations regarding the ports sector, ECA had deemed it necessary to submit them to the current meeting so that, once again, their message would reach the entire African port community.

41. He concluded the presentation by stating that a second objective of the study had to do with the issues raised concerning human resources and institutional development. Participants would have to propose solutions that would enable ECA to adjust subsequent phases of the draft programme.

Modal report on ports

42. The ECA secretariat reported on the case studies covering the two interrelated aspects of the port sector namely the issues of institutional development and those of human resources development.

43. He presented the findings of the modal report which covered the following aspects: the generally unsuited administrative structures and the serious organizational problems the causes of which would have to be considered in further detail.

44. It was important to take appropriate measures in order to change attitudes radically so as to instill the modern international professional out-look.

45. Various types of solutions had been proposed including: (a) Attitude-changing seminars for senior policy-makers; (b) Short management courses in organizational development, human resource development and equipment procurement policy; (c) Longer training programmes in information systems and technology; and (d) International action with regard to securing expertise and providing computerized systems.

46. According to the study, about 20 African countries were, to varying degrees, involved in the proposed programme of activities costing about $US 50 million.

Regional workshops on strengthening human resources management capabilities

47. Turning to the development of human resources, he recalled the findings and observations of participants in the subregional workshops. The regional workshop had come out with a nine point recommendation which had been disseminated to African Governments and port authorities.

48. In addition to the modal recommendations, the workshop had decided to lay emphasis on three issues, namely: (a) The rewards and salary systems; (b) Personnel development and training; and (c) Cooperate cultures and work ethics.

Policy seminars and the follow-up of the first phase of the project

49. The secretariat presented the findings of the two regional policy seminars which were summed up as follows: (a) Excessive Government financial control; (b) Inefficient services; (c) Execessive Government intervention in the appointment of port staff; (d) The Inappropriate management structures; (e) Lack of up-to-date regulations and management objectives; and (f) Lack of a comprehensive approach to human resources and institutional development.

50. One of the main objectives of the first phase of the project was to identify existing deficiencies and to enable officials to draw lessons that would help them to improve human resources development programmes.

51. The implementation of the second phase of the project would require the organization of national seminars to address the identified deficiencies. In that connection, the ports sector could make a very constructive contribution and specific projects could be formulated.

52. In conclusion, he hoped that participants would come up with solutions to the problem of human resources and institutional development. Their recommendations would be used to make the necessary adjustments in future components of the project.

53. From the ensuing debate and the additional explanations given by the secretariat, the concerns and comments of participants could be summed up as follows:

(a) For the sake of consistency in the ECA report, certain paragraphs of the document submitted should be merged;

(b) The role of ports should be specified; an appropriate ilustration of a good case is the port of Singapore;

(c) An appropriate transport policy must be defined for port operations;

(d) Practical and institutional arrangements should be made to avoid over-staffing. In that connection, participants specifically recommended that:

(i) Governments should be educated on the benefits of port development and efforts should be made to ensure continuity in the follow-up of port related issues. Greater participation by sponsoring ministries would be required in that endeavour;

(ii) Subregional organizations should be strengthened along with subregional and regional cooperation;

(iii) Information should be better circulated and an effort made to secure the management diligent follow-up of recommendations coming out of meetings;

(iv) Port management officials should be given greater latitude to determine the level and calibre of port staff;

(v) Facilities accorded to land-locked countries should be improved in order to guarantee their access to the sea. Their sharing of the costs of port development, however, should be regulated.

54. The meeting expressed its satisfaction with the clarity of the document and endorsed the recommendations therein.

Progress Report on the Second United Nations Transport and Communications Decade in Africa [UNTACDA II (ports)] (agenda item 6)

55. A representative of the secretariat introduced the progress report on the programme for the Second United Nations Transport and Communications Decade in Africa (UNTACDA II) and stated that the second Decade had been launched in order to consolidate what had been achieved during the UNTACDA I. The implementation of the first Decade programme had been partly compromised by the lack of forward planning and prior preparation. Accordingly, the period 1989-1990 had been set aside for the preparation of the Second Decade programme.

56. The activities of the preparatory stage of the UNTACDA-II were briefly described, with particular emphasis on the work of the Sub-sectoral Working Group on Shipping, Ports, Inland Waterways and Multimodal Transport. Under its lead agency, United Nations Conference on Trade and Development (UNCTAD) the Group composed of representatives of African and international organizations, dealing with the transport modes of the sub-sector, the World Bank and OAU, had prepared a strategy for the sub-sector and was currently preparaing of a work programme for the implementation period of the Second decade programme.

57. Both the overall strategy for the sub-sector, and the specific strategy for ports, were presented to the meeting. Participants were urged to submit proposals and recommendations for improving the strategy for ports.

58. Port projects selected in 1991 for the Second Decade programme, were also presented to the meeting and participants requested to submit their comments on the approved list of port projects.

59. The activities relating to the launching of UNTACDA II were then briefly described, with emphasis on preparation of the action programme and mobilisation of resources. Participants were requested to submit proposals on the future activities of the sub-sectoral working group. These proposals would be considered by the meeting of the group with a view to including them into the group's work programme.

60. Finally, it was stressed that African countries themselves would be responsible for the implementation of the Second Decade programme. Thus, the meeting was expected to contribute to the implementation of the sub-sectoral work programme through: comments and proposals for adjustment of the Strategy and work programme of the sub-sector, dissemination of information on the Second Decade and direct participation in the implementation of the Second Decade programme.

61. In the ensuing discussions, a number of suggestions and proposals submitted by the delegates were incorporated into the recommendations of the meeting. These recommendations are annexed to this report.

Presentation of papers by representatives of International and Intergovernmental organizations and by delegates from participating countries (agenda item 7)

62. The following countries presented national papers: Delegates from Egypt, Ghana, the Gambia, Malawi and Tunisia.

63. The following International and Intergovernmental organizations presented papers:Port Management Association of Eastern and Souther Africa (PMAESA), Port Management Association of Western and Central Africa (PMAWCA), International Labour Organization (ILO), and the United Nations Conference on Trade and Development (UNCTAD).

64. The delegate from Egypt briefly described the characteristics of the main Egyptian ports, and described various types of training, organized for the personnel of the Egyptian ports. He also indicated, that the International Conventions and Regulations in the field of maritime transport had been widely applied in Egypt.

65. The document, presented by Ghana, stressing the importance of ports for the overall African socio-economic development, suggested a number of strategies for enhancing cooperation among African ports. Of particular interest to participants was a proposal to establish an African ports association or at least to create an Africa section within such organization as International Association of Ports and Harbours, International Cargo Handling Corporation and Association etc.

66. Finally, the paper strongly stressed the need for cooperation among African ports. It was very important, for ports, that had improved their performance (like the ports of Morocco and Ghana) to share their experience with and provide assistance to other African ports.

67. The document of the Gambia contained a brief description of the country's economy and then went into analysis of the transport and communications sector of the Gambia, including strategies, objectives and constraints, existing in the sector, by modes. The paper also described the experience of the Gambian Ports Authority in developing cooperation within the subregion of Western/Central Africa and suggested that cooperation among African ports held a great potential in such areas as pollution control, prevention of drug trafficking and the creation of research centres.

68. The paper submitted by the delegation of Malawi described the situation in the lake transport of Malawi and outlined existing trends in the development of that sector of transport in the country. The particular importance of the port of Malawi was stressed. A number of problems were outlined in those areas where urgent assistance was needed by the newly-established port management authority of Malawi.

69. The explicit document, presented by Tunisia, outlined various aspects of the transport sector of the country, including

development programmes for the Tunisian ports and proposals for co-operation among ports at the regional and subregional levels.

70. The Chairman of PMAESA presented a paper that highlighted the constraints, faced by the Association. These problems ranged from the lack of funds due to non-payment of membership fees by the member States to the long-lasting problem of the secretariat. However, recent developments in the Association had been encouraging. The Association planned to appoint a Secretary-General shortly. Plans for future activities included the creation of a data bank, studies on freight rates, the harmonisation of port tariffs and the computerisation of port operations in the sub-region. All that required closer cooperation among the three sister port management associations.

71. The statement made by the current Chairman of PMAWCA, concentrated on the activities of the Association in improving the performance of western/central African ports. A number of the port projects launched specifically sought to improve such areas as port management, port regulations, port tariffs and equipment maintenance through research, training, workshops and seminars. Within the Association particular attention had been paid to the development of subregional and regional cooperation in those spheres where that could be most efficient. The representative of PMAWCA appealed to the delegates to strengthen cooperation among ports at all levels.

72. The representative of ILO presented a brief on the activities of ILO in the port industry of the African region, highlighting ILO's technical cooperation programme for African countries in the field of port training. The programme had been initiated in November 1991 to prepare and offer standardized training courses in the port industry.

73. The representative of UNCTAD presented a paper on "The principles of modern port management and organisation". Being a very recent publication of UNCTAD, the document made a comprehensive analysis of the organization of a national port system, port organization structures, port management and its tools and proposed a choice of solutions in problematic areas of port management, based on the experience of efficient modern ports. This document, it was stressed by the representative of UNCTAD, could be a very useful practical manual for the African port managers.

Any other business (agenda item 8)

74. The Chairman informed the meeting that, recently, European port authorities had decided to create an association of the ports of Europe. That will enable European ports to harmonise their

policy in various fields of port activities such as port dues and charges and the treatment of ships, calling at European ports. The Chairman further appealed to the meeting to consider the idea of creating of a similar association in Africa which would include ports, cargo handling corporations, freight forwarders etc. It would enable the African port community to stand united on many crucial port policy issues on international scene.

75. The Chairman stressed that he was only developing the idea, earlier expressed by a participant. The meeting agreed that an African ports and harbours association should be establish and called on African sub-regional and international organizations to take appropriate action to establish such a body.

76. A representative of the secretariat informed participants that, in near future ECA would initiate the training of trainers in the field of freight forwarding which had not been given due attention in Africa. By so doing the secretariat hoped to fill a major gap.

Adoption of the Report and Recommendations of the meeting (Agenda Item 9)

77. The draft report and recommendations of the meeting were adopted with minor amendments.

Closing of the Meeting (Agenda item 10)

78. The chairman declared the meeting closed at 7.45 p.m. of 20 May 1992.

RECOMMENDATIONS

of the Intergovernmental meeting of African port experts and senior officials on development of co-operation among ports.

The Intergovernmental meeting of African port experts and senior officials on development of co-operation among ports,held from 18 to 20 May 1992 in Addis-Ababa Ethiopia, reviewed the working documents of the meeting,presented by the Secretariat of ECA. The meeting,after discussions,approved the proposals and recommendations,formulated in the documents.
In order to facilitate implementation of the Strategy of the Second United Nations Transport and Communications Decade in Africa(UNTACDA-II) for ports in the field of information exchange,training and human resource development,the meeting made the following recommendations:

A.Information exchange:

While the Strategy of the subsector proposes adequate actions for development of Maritime information service for Africa,the following should be taken into consideration at the implementation stage of the Strategy:

I.At national level:

1).The national port authorities,introducing or planning to introduce a computerized statistical data bank system,should take into consideration future prospects for integration of that system into over-all African Maritime Information Service with regard to compatibility and computerized performance indicators

2).The national port authorities should take all necessary steps to ensure proper training of the staff involved in the establishment,maintenance and operations of the information systems

3).Every effort should be made to introduce at the national level an advance cargo information system for tracking the movement of goods.

II.At sub-regional level:

)1.Port management associations should continue their efforts in establishment and development of computerized information systems among the ports of their sub-regions

2.Information research and co-ordination units are suggested to be created within every port management association in order to co-ordinate efforts of the sub-regional ports in establishing a and developing a standardized sub-regional port information system and to co-ordinate co-operation in this field among the three African port management associations

III.At regional level:

1).The meeting urges the international organizations,involved in implementation of the Strategy for waterbased and multimodal transport,that implementation of the activities for creation of an African Maritime Information Service,would require significant financial commitments.In order to reduce the cost of the project,the following recommendations are made:

a.The proposed African Maritime Information Centre should be based in an African Organization,where a basis for such a complex system has already been created

b.The on-going project on African transport data base should take into consideration the similar studies carried out by various organisations at the sub-regional levels.The project should consider including ports as one of its pilot sub-sectors

c.All necessary actions should be taken in order to secure funding for the project

2).The interests of the land-locked countries and the countries, which are not covered by the project"African Transport Data Bank" in joining the proposed maritime information system should be taken into consideration.

3).Urgent actions should be taken in providing necessary assistance for strengthening African sub-regional port management associations

B.Training:

The activities in this field,proposed by the Strategy,are explicit and elaborated.The following should be taken into consideration in the implementation stage:

I.At national level:

1).The national port authorities should clearly define their needs in training of personnel

II.At sub-regional level:

1).The African port management associations should co-ordinate training activities at the sub-regional level,in co-operation with their ports,in order to estimate the sub-regional requirements in training and to design a comprehensive programme of training for he ports of the sub-region.

2).The African port management associations should serve as a liaison between ports and regional/subregional training institutions in order to provide optimal use of the available training facilities to ensure the requirements in training for ports are met to the extent possible

III.At regional level:

1.The necessity to strengthen the existing training institutions

2.The need to strengthen inter-institutional co-operation through the Association of African Maritime training institutions

3.Urgent need to co-ordinate the activities of international organizations in the field of maritime training in Africa in order to avoid duplication

4.Urgent need in an explicit list of available training programmes and courses in the field of ports,available in African training institutions,to be prepared and disseminated among African countries

III.At sub-regional level

1).The port management association should co-ordinate training activities at the sub-regional level,in co-operation with their ports,in order to estimate the sub-regional requirements in training and to design a comprehensive programme of training for the ports of subregion.

2).The Association should serve as a liaison between ports and regional/subregional training institution in order to provide optimal use of the available training facilities to ensure the requirements in training for ports are met to the extent possible.

C.Human resources and institutional development:

The meeting agreed with and endorsed the conclusions of the policy seminars on human resource and institutional development in the transport and communications sector,organized within the context of the HRID project.Those seminars identified the constraints,which appear to be among the main stumbling blocks, hampering the efficiency of ports.Some of them are listed below:

a.Excessive control and intervention from the monitoring organizations
b.Lack of comprehensive approach to HRID
c.Inappropriate management structures

d.Inefficiency of inland transport operations and related formalities etc.

The following recommendations were made by the meeting:

I.At national level

1).The Governments are urged to co-operate with international and sub-regional organizations in organizing national transport policy seminars,which would involve representatives of maritime transport and related transport modes,including administration,management,Government officials,private companies,users,freight forwarders etc.

2).The highest possible level of representation should be encouraged at these seminars

3).African ports are encouraged to volunteer to serve as a model for pilot project in structural and organisational changes, proposed by the recommendations of the HRID project,in order to serve as a model port for other African ports

II.At sub-regional level:

1).he three African port management associations are recommended to agree upon which of them would organize a sub-regional policy seminar on human resource development in the maritime's and related transport modes field.

2).This project would be a pilot project to serve as a model for similar seminars in the other sub-regions of Africa

3).Every effort should be made to involve participation in these seminars of the highest-ranking decision making official

III.At regional level:

1).The international organizations,involved in the implementation of the UNTACDA-II programme,are urged to actively disseminate the findings and recommendations of the HRID project through appropriate meetings,conferences etc.in order to ensure that these findings and recommendations reach the highest decision-making level

2).These intergovernmental organizations are recommended to continue implementation of the following stages of the HRID project with the accent made on the policy-oriented issues.

D.Other recommendations:

1)..The activities of international organizations in making research and studies on the problems of privatization, commercialization and marketing in African ports should be commended and encouraged.

2).The meeting felt that the commercialization of port activities should further be encouraged,and the valuable experience of the African countries,which have already made steps in this direction,like Ghana,Gambia,Nigeria,Tunisia should be shared with the other ports of the continent.

3).A technical co-operation programme within the framework of Technical Co-operation among Developing Countries should be developed in order to promote consultations among African port authorities and share experiences.Those African ports which have successfully implemented organizational reforms are requested to share their experiences with the other ports.

4).The sub-regional and international organizations,therefore,are urged to take actions for dissemination of this experience among African ports

5).The tendency to commercialize port services should find a proper place in further activities for implementation of the Decade,and in the work programme of the sub-sectoral working group.

6).In port sector,due priority should be given to servicing the needs of land-locked countries by implementing projects on inland container depots or dry ports which would ease congestion at ports

7).It is recognized that sustained development of ports in Africa would only take place when it is carried out by African themselves and by their organizations.That is why every effort should be made to ensure active participation of national and sub-regional/regional port organizations in the UNTACDA-II programme.

8).The activities aiming at creation of an African association of ports and harbours,should be encouraged.

9).Until such an association have been created,the sub-regional port management associations of Africa should organize joint meetings every three-four years in order to consider issues of regional co-operation,and elaborate policies and strategies for concerted actions in the field of ports.

Intergovernmental meeting of African port experts and senior officials on develpment of co-operation among ports

18-20 May 1992
Addis Ababa, (Ethiopia)

Réunion intergouvernementale d'experts dans le domaine des ports et de cadres supérieurs sur le développement de la coopération entre les ports

18-21 mai 1992
Addis-Abéba (Ethiopie)

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